

NEW

# #QiComms

DRIVING IMPROVEMENT AND CHANGE  
WITH STRATEGIC COMMUNICATIONS

“Communications is an essential element of all improvement efforts – and we need to invest time and resource in it.”

DON BERWICK

1000 LIVES  i  
O FYWYDAU

## **i** 1000 Lives Improvement

1000 Lives Improvement is the national improvement team within Public Health Wales, supporting NHS Wales and its 90,000 staff to improve outcomes for the people using its services.

1000 Lives Improvement's role is to support the system to provide the highest quality care by building improvement capability at pace and scale and enabling the workforce to improve patient safety in areas of national priority.

For further details, visit [www.1000livesi.wales.nhs.uk](http://www.1000livesi.wales.nhs.uk)

*“ We know that 'hoping for the best' doesn't spread good work - but well-planned communications does make a real difference in ensuring good practice is spread and sustained. ”*

Dr Aidan Fowler,  
Director of NHS  
Wales Quality  
Improvement and  
Patient Safety  
and 1000 Lives  
Improvement



## Telling the story of change

In this short video, Don Berwick places strategic communications at the centre of quality improvement processes. He describes how strategic communications must become an essential element of all QI work. He points to two strategic communication elements: firstly, to speak to what motivates people and secondly to tell stories - that are essential if you want to engage people in QI work. Without investing in strong, strategic communications, he warns that QI risks wasting effort and resources.

Watch Don Berwick's video on why strategic communications is essential, here: [bit.ly/qicomms-db](http://bit.ly/qicomms-db)

*“ To deliver QI in complex systems you need to win everyone over - you can have all the facts right, but if people don't understand the story you won't get the conversation going. ”*

Don Berwick,  
President Emeritus  
and Senior Fellow  
of the Institute  
for Healthcare  
Improvement (IHI)



# #QiComms - Driving improvement and change with strategic communications

**Andrew Cooper** Chair, International #QiComms Group and Senior Improvement Communications Manager, 1000 Lives Improvement



If an improvement provides benefits, it is important it becomes embedded in routine work rather than being just a project. It should also be accessible for adoption by other teams and systems.

Whilst there has been extensive research on the factors that support spread and sustainability – one of the main areas that is often overlooked is the use of strategic communications.

Last year, 1000 Lives Improvement and the Danish Society for Patient Safety formed the International #QiComms Group to explore and promote the contribution communications makes to quality improvement.

And this spring, the group is launching 'The #QiComms Charter' at the International Forum on Quality and Safety in Healthcare in Amsterdam. Seven principles developed and shaped by international leaders in quality improvement – that will hopefully stimulate debate, lead to a change of how communications are applied and

ultimately how they can add greater impact to improvement work.

This booklet from 1000 Lives Improvement unpacks those principles in more detail – providing ideas, resources and next steps for you and your organisation to take.

#QiComms started on Twitter – hence the hashtag – and we hope that many conversations will continue to take place there too!

We are also pleased to be working with academic colleagues to build the evidence-base for #QiComms so that its value is fully assessed and understood.

On behalf of the International #QiComms group, we hope the Charter will support you in your improvement work and also the global QI community for the difference it can make to everyone committed to improving care.

**SIGN UP TO  
The #QiComms  
Charter  
TODAY...**

All you need to do is:

- Download a copy of the Charter from [bit.ly/qicomms-charter](http://bit.ly/qicomms-charter)
- Discuss the principles with your colleagues and management team (see pages 4-5)
- Agree for a senior member of your team to sign the Charter
- Complete this simple online form [bit.ly/qicomms-signup](http://bit.ly/qicomms-signup), so that we can send you resources to help you build #QiComms into your improvement work
- Take a photo of the charter being signed and share on Twitter using the hashtag: #QiComms

# The #QiComms Charter

The Charter invites all quality improvement leaders to recognise the strategic place that communications plays in improvement and integrate it into their work.

The Charter has been developed to spotlight and renew interest in the often overlooked communications element of quality improvement work. The Charter describes how, by investing in planning, data collection, skills and resources, teams can use #QiComms to understand their audiences and communicate persuasively to support change.

Above all, the Charter invites improvement leaders to bring their committed support to #QiComms in the improvement team, so they can engage and motivate healthcare staff and deliver the benefits of their work to patients as quickly and effectively as possible.

We invite you to join us and sign the Charter as an organisation, team or individual and realise the power of #QiComms in your improvement work.

# The #QiCom

## 1 We will use #QiComms to accelerate our improvement work for the benefit of patients and everyone we serve

We believe that everyone should benefit from improvements in treatment and care, as quickly as possible. We will use #QiComms to make sure everyone across our organisation is inspired and motivated to engage in quality and safety improvement work and deliver better and safer treatment and care.

## 2 We will plan our #QiComms from the start

We build communications into our planning process from the beginning and review our communications against measurable goals at the end, so that it supports us in achieving our quality and safety improvement goals every step of the way.

## 3 We will give #QiComms support at the highest level

Our leaders and senior managers recognise the value of #QiComms and ensure improvement teams have the expertise, skills and resources they need to integrate #QiComms into their work effectively.

## 4 We will take a strategic approach to #QiComms

We understand our audiences, so we can design strategies and tactics to reach them with a clear and consistent set of messages to meet our improvement goals.

# ms Charter

## 5 We will make our #QiComms evidence-based

We support our #QiComms work with sound theory and evidence, contributing to what we know about the impact and effectiveness of communications methods, tools and approaches by undertaking research and sharing our work.

## 6 We will continuously improve our #QiComms

We will develop indicators, collect data and monitor and evaluate our communications work so we can continuously improve, increase our impact and to deliver greater value to our organisation's quality improvement efforts.

## 7 We will put people at the centre of our #QiComms work

We will speak to the hearts, as well as minds, of all those delivering and supporting quality and safety improvement. We focus on people and find ways to engage with them to motivate and inspire them to work with us to achieve our improvement goals.

**SIGN UP TO  
The #QiComms  
Charter  
TODAY...**

**Find out how  
on page 3**

Signed	_____
Role	_____
Organisation	_____
Date	_____

The #QiComms Charter has been developed by the International #QiComms Group, which includes the following organisations:



# 1

## We will use #QiComms to accelerate our improvement work for the benefit of patients and everyone we serve

We believe that everyone should benefit from improvements in treatment and care, as quickly as possible. We will use #QiComms to make sure everyone across our organisation is inspired and motivated to engage in quality and safety improvement work and deliver better and safer treatment and care.

### Why?

By making #QiComms an integral part of the improvement planning process, teams can make sure communication strategy isn't left to chance. Rather than hoping improvement will simply 'catch on', integrating #QiComms into improvement brings communications support to every part of the improvement process. It makes sure everyone is onboard to make change happen.

Our current model for quality improvement is great for making sure we get the process of change right to deliver benefits to patients. How we communicate and engage staff, inspire change and deliver QI across organisations and systems, is not explicit in the model. When we focus on the technical drivers of QI, all too often communication is left out of planning and delivery, only to be bolted on at the end.

The absence of strong, supportive and strategic communications can hold great improvement work back. When communications isn't planned, supported with evidence and part of the QI process it may not deliver the results we need. It may fail to engage the people crucial to the work, or leave them without the confidence to implement change. Sometimes they simply don't know about the improvement work designed for them.

*“ We have underestimated the role of communication in quality improvement and underestimated the influence it could have to accelerate our work. ”*

Jason Leitch,  
National Clinical  
Director for  
Healthcare  
Quality and  
Strategy, Scottish  
Government



# What is #QiComms?

#QiComms is the strategic communications part of quality and safety improvement that builds will and strengthens momentum for achieving improvement goals. It uses communications in a planned way to support and underpin work that inspires, motivates and informs all those involved to deliver better, safer treatment and care for individuals.



## #QiComms is

- **Visible** – #QiComms makes strategic communications an explicit role in the QI team.
- **Valued** – integrated into improvement from the start, #QiComms informs strategy, planning and delivery of QI.
- **Strategic** – #QiComms collects evidence to develop strategy and support progress towards well defined, measurable QI goals.
- **Robust** – #QiComms brings data and evidence into its work to deliver strong, persuasive messages for well defined audiences.
- **Measurable** – #QiComms monitors and evaluates its reach and impact.
- **Innovative** – #QiComms understands communication in its broadest sense as a problem solving tool and adopts and tests new approaches from behaviour change, public relations, campaigning, advertising and behavioural economics.



## Resources

### Using communications approaches to spread improvement

The Health Foundation

This practical guide is intended for those actively engaged in health care improvement work and includes key concepts, evidence and practical suggestions for putting communications to work. It makes the case for putting strategic communications at the heart of your work.

[bit.ly/qicomms-hf1](http://bit.ly/qicomms-hf1)



## Next step

### Start a conversation in your organisation or with your team about #QiComms:

- What is the potential of strategic communications?
- How could **#QiComms** strengthen your QI work?
- Where has improvement work been held back because **#QiComms** was missing?

# 2

## We will plan our #QiComms from the start

We build communications into our planning process from the beginning and review our communications against measurable goals at the end, so that it supports us in achieving our quality and safety improvement goals every step of the way.

### Why?

#QiComms becomes a seamless part of your improvement work when it's included at the start of your planning processes.

Planning #QiComms early and as part of your overall planning for change, brings clarity to what you need to communicate, who you need to communicate with and why. It makes sure your goals speak to the people who need to deliver them and makes sure they are easy to say, remember and share.

Data collection and measures can be designed to support #QiComms, so activity and impact can be monitored from a clear baseline and reviewed as your work progresses.

Put #QiComms into your early planning so:

- **Your goals** are clearly expressed.
- **Your stakeholders** - audiences - are well defined.
- **Your measures** give you feedback on your communications activity.
- **Your communications** are effective, responsive and impactful.

**Don't leave #QiComms until last!**

*“Communications are a powerful agent in health care quality improvement. Great communications can create energy and commitment, get people talking about your work, help develop shared ideas of problems, and the collective will to implement solutions.”*

Will Warburton,  
Director of  
Improvement at  
the Health  
Foundation





## Blog

# How to use the media to drive improvement

**Charlotte Frendved**, Communications and Improvement advisor,  
Danish Society for Patient Safety



If you are a healthcare professional you might think that journalists and communications people are strange or even scary, and that contact with the media is awkward and not part of your job.

But actually the media can be a very useful and effective tool if you are

working in improvement and patient safety. Communicating stories, data, results, your ambitions and successes – and failures – can act as powerful drivers of improvement. Communications, both internally in the organisation and externally in the public media can be used strategically to generate attention, focus, and build the will for change inside the organisation.

## Recognising the improvement effort

A survey by the Danish Safer Hospital Programme showed that positive media coverage is seen by staff as recognition of their efforts, increasing motivation and commitment.

We've found you don't have to call a tv-station or a newspaper to achieve this positive effect. When asked to rate which media they would prefer to be mentioned in, respondents put the hospital intranet, the municipal newsletter and the staff magazine high on the list. Getting the attention of your colleagues for your good work really matters!

Read the full article on the Danish Patient Safety Society blog here:  
[bit.ly/qicomms-cfblog1](http://bit.ly/qicomms-cfblog1)



## Resources

### All In - using healthcare collaboratives to save lives and improve care

Cynsure Health

'All In: Using Healthcare Collaboratives to Save Lives and Improve Care', edited by Bruce Spurlock and Patricia Teske, is available on Amazon:

[bit.ly/qicomms-allin](http://bit.ly/qicomms-allin)

You can download a PDF of the communications chapter from the 1000 Lives Improvement website:  
[bit.ly/qicomms-commschapter](http://bit.ly/qicomms-commschapter)



## Next step

- How could planning **#QiComms** early help you engage with your organisation's leaders and senior managers?
- How could planning **#QiComms** early save you time, resources and effort as you roll out your work?
- Thinking of your last QI work, what would you have done differently if **#QiComms** was included from the start?

# 3

## We will give #QiComms support at the highest level

Our leaders and senior managers recognise the value of #QiComms and ensure improvement teams have the expertise, skills and resources they need to integrate #QiComms into their work effectively.

### Why?

Including a champion for #QiComms at a senior level on your QiComms team is essential. Their support can release resources, give access to other high level influencers and motivate staff on the front line. Most importantly by involving them early in your work they can help you make sure your improvement and communication is aligned with the organisation's strategy and objectives.

A high level advocate for #QiComms can

- **Secure** the skills and resources needed for success.
- **Champion** your work at executive level.
- **Identify** useful opportunities.
- **Give visible support** to your media work.

With the right champion, your #QiComms can be integrated into improvement work as an equal and essential partner in the process of change.

*“ #QiComms is essential to leaders for building will and mobilising staff. ”*

Inge Kristensen, CEO, Danish Society for Patient Safety





## Blog

# #QiComms is like applying an exponential in maths

**Alan Willson** is an improvement consultant and Senior Research Officer at Swansea University.

Having led small and large improvement efforts for over ten years, I realise that it took me a while to appreciate the importance of communication.

'Communication' usually takes pole position on any list of managerial qualities or characteristics of a good strategy, but it so often lacks substance: it has become a truism which is hard to refute. In our case in NHS Wales, it was only when we designed and ran the 1000 Lives Campaign that we really put structure and resource to the idea.

## Multiplying efforts

For us, the benefits of strategic communications have been like applying an exponential in maths. The impact and sustainability of improvement efforts are multiplied many times when there is wide understanding of the improvement culture, when people see their work recognised and when teams are able to learn about one another and share findings across organisational boundaries. But communication is not just an amorphous resource. It needs skill, method and, as we grow, we need to gather learning.

We believe there is a case for formalising, integrating and expanding the role of communications within the design of any improvement intervention. The dividend is radically to extend scope and longevity of effect. Too often we see communications being done as an afterthought by folk who are expert in other fields or it is the preserve of specialists who are isolated from clinical work. Without such a change in approach, there is a danger that communication theory will continue to be a poor relation to other aspects of improvement science and that we will miss the chance to achieve potential impact.

Read the full article on the Health Foundation blog here:  
[bit.ly/qicomms-awblog](http://bit.ly/qicomms-awblog)



## Resources

### Create a foolproof communications strategy in 30 minutes

British Columbia Patient Safety and Quality Council.

The Council offers a wide range of resources for improving the quality of health care. This includes Quality Café, a monthly webinar series with guest speakers, which recently covered creating a simple, but comprehensive, communication strategy. Find it here:

[bit.ly/qicomms-video1](http://bit.ly/qicomms-video1)



## Next step

### Identify a supporter, at board or executive level, who recognises the value of strategic communication and win their support by:

- Showing your work is aligned with organisational objectives.
- Clarifying the benefits of integrated **#QiComms**.
- Keeping them informed with regular updates.
- Creating opportunities for them to contribute.

# 4

## We will take a strategic approach to #QiComms

We understand our audiences, so we can design strategies and tactics to reach them with a clear and consistent set of messages to meet our improvement goals.

### Why?

To be effective and cut through all the competing demands on our attention, your communication must have a strategy.

Strategic communications uses research to make sure your communications reach the people you need to speak to, with the right tone and content of message to support delivery of your goals. By taking a stepwise approach to designing and delivering your key messages, you can build an effective #QiComms strategy that will give your communications maximum impact.

*“ This is a great animation to encourage better communication about improvement work - a really important step that is too often missed in quality improvement interventions. ”*

Helen Crisp, Editor in Chief, BMJ Open Quality



### Six steps for communications with impact

This short animation takes you through six simple steps to develop a communication strategy to support improvement. Each step builds on the one before, from getting your aim right and defining clear goals, to reviewing your work at the end, it is a helpful introduction to developing a strategy to deliver communications with impact.



The graphic features the title 'Six Steps' in large blue font, followed by the subtitle 'For communications with impact' in smaller blue font. Below the text is a series of six blue icons arranged in a staircase pattern: a target, three people, a speech bubble, a radio tower, an open book, and a purple folder. At the bottom of the graphic, there is a text box with a blue border containing the text: 'You can watch the video on Youtube here: [bit.ly/qicomms-6steps](https://bit.ly/qicomms-6steps)'.

**Step 1 Aim** - Why do you need to communicate and what do you want to achieve? Clear goals get everyone working to a common purpose.



**Step 2 Audience** - Reach the right people. You will need to reach different groups of people to deliver improvement, but one group will be key. Make this group your priority, so you can speak to them, using the right approach and tone.



**Step 3 Messages** - What do you want to say? Well-crafted messages are the engine of strategic communications, they inspire action, motivate and inform. A few clear messages will work harder than many vague ones.



**Step 4 Channels** - How will you reach your audiences? Who you want to reach will determine how you reach them. Don't forget channels - include email, word of mouth (colleagues), meetings, briefings, journal clubs, newsletters, intranet, payslips, notice boards as well as websites, social media, newspapers and TV.



**Step 5 Tell the story** - Make the change real by using stories of real people putting improvement to work. Stories are powerful, they hold interest, deliver information and people remember them.



**Step 6 Review** - When your work comes to a close, review your strategy and the decision you made for each step. Ask:



- Were your **aims** right?
- Were your **audiences** too broad or too narrow?
- Did people act on the **messages** and remember them?
- Did your **channels** reach the right people?
- Which **stories** had most impact?
- What would you **do differently** next time?

Write it all down, capture the learning so you can avoid pitfalls and build on success next time around.



## Resources

### Six steps for communications with impact

1000 Lives Improvement

This short animation takes you through six simple steps you can use to develop a strong communications strategy with your team. The Six Steps for Communications with Impact is one of several communication resources on the 1000 Lives Improvement website and you can find it here [bit.ly/qicomms-1000](https://bit.ly/qicomms-1000)



## Next step

### Involve the communications team in your organisation. They can help:

- Give access to relevant internal communication channels.
- Support external communications with contacts, press releases and media training.
- Troubleshoot, brainstorm and encourage!

# 5

## We will make our #QiComms evidence-based

We support our #QiComms work with sound theory and evidence, contributing to what we know about the impact and effectiveness of communications methods, tools and approaches by undertaking research and sharing our work.

### Why?

A strong #QiComms strategy is built on evidence supported by theory. Evidence supports confident decision-making, informing which audiences to target, how to reach them, what to say and how to speak to them. Theory helps shape your approach and gives coherence to the tactics you deploy.

Sharing your experience of delivering #QiComms helps others when it is formalised in case studies, articles, blogs and video. Designing research and evaluation into your strategy so you can share your findings in peer reviewed publications will help build a #QiComms knowledge base and share your work more widely.



#### **New research focus on the role of communications in healthcare improvement**

Swansea University's Centre for Improvement and Innovation in Health and Social Care, hosted by the College of Human & Health Sciences, and the 1000 Lives Improvement service in NHS Wales have announced an exciting new partnership to develop a research base for the use of communications as a central part of quality improvement.

The research will explore how those involved in healthcare improvement can be supported to apply robust theories in selecting and evaluating the right communication tools and approaches for their change initiatives.

"Drawing from various disciplines, we hope to develop an evidence-base that supports and integrates the use of communication theories and practices into quality improvement," said Professor Sharon Williams, lead for the Centre.

For further information, visit [bit.ly/qicomms-research2](http://bit.ly/qicomms-research2)



## Research

# Exploring the role of communications in quality improvement

Effective communication is critical to successful large-scale change. Yet, in our experience, communications strategies are not formally incorporated into quality improvement (QI) frameworks. The 1000 Lives Campaign ('Campaign') was a large-scale national QI collaborative that aimed to save an additional 1000 lives and prevent 50 000 episodes of harm in Welsh health care over a 2-year period. We use the Campaign as a case study to describe the development, application, and impact of a communications strategy embedded in a large-scale QI initiative.

A comprehensive communications strategy guided communications work during the Campaign. The main aims of the communications strategy were to engage the hearts and minds of frontline National Health Service (NHS) staff in the Campaign and promote their awareness and understanding of specific QI interventions and the wider patient safety agenda. We used qualitative and quantitative measures to monitor communications outputs and assess how the communications strategy influenced awareness and knowledge of frontline NHS staff.

The communications strategy facilitated clear and consistent framing of Campaign messages and allowed dissemination of information related to the range of QI interventions. Ultimately, outcomes from the communications strategy could not be separated from overall Campaign outcomes.

Systematic and structured communications can support and enhance QI initiatives. From our experience, we developed a 'communications bundle' consisting of six core components. We recommend that communications bundles be incorporated into existing QI methodology, though details should be tailored to the specific context and available resource.

Cooper, A., Gray, J., Willson, A., Lines, C., McCannon, J., and McHardy, K. *Exploring the role of communications in quality improvement: A case study of the 1000 Lives Campaign in NHS Wales* Journal of Communication in Healthcare 2015; 8(1), 76-84. To read the full paper, visit [bit.ly/qicomms-research1](http://bit.ly/qicomms-research1)

“Improvement without a story cannot happen - communications is key in all improvement initiatives to sustain long term success.”

Dr Peter Lachman,  
CEO, International  
Society for Quality  
in Health Care  
(ISQua)



## Next step

**Have you used strategic communications to take your QI work forwards? If you have, share the learning:**

- Write a case study.
- Record a video... how did people react to your communications work?
- Host a webinar for others to share what you learnt.

# 6

## We will continuously improve our #QiComms

We will develop indicators, collect data and monitor and evaluate our communications work so we can continuously improve, increase our impact and deliver greater value to our organisation's quality improvement efforts.

### Why?

Your #QiComms - just like QI - should be measurable. How else will you know if it has been effective in moving you towards your goals?

You can design the measures for your reach and impact when you plan your improvement project. When you know where you are starting from (your baseline), and where you are going (your objectives) your data can tell you if your communications are on track. With the right measures and good data collection you'll also be able to evaluate your work. Evaluation can contribute to the overall review of the QI work and can be invaluable to inform future communications work. With robust data you can continuously improve #QiComms.

*“Focusing on communication brings a new dimension to quality improvement in health care. It gives us a new theoretical lens that helps us understand what, when and how to introduce and implement quality improvement interventions.”*

Dr Sharon Williams, Swansea University's Centre for Improvement and Innovation



### Resources

#### Communications in health care improvement - a toolkit

The Health Foundation

This toolkit is for health care professionals working in improvement who want to understand and use communications to better plan, implement and spread their work. It addresses the need to engage with senior leaders as part of building an effective communications team, as well as setting out the tools and resources needed to develop and implement a communications strategy to drive your improvement work towards its goals.

The toolkit is an online resource and can be found here: [bit.ly/qicomms-hf2](http://bit.ly/qicomms-hf2)



## Blog

## Let's talk data!

**Kate Mackenzie**, Senior Measurement Improvement Manager, 1000 Lives Improvement.

For anyone who has undertaken improvement training, you can be under no illusion that time spent on developing a clear measurement plan is time well spent. But how many of us expend the same energy or time on planning our communications - isn't it just talking? The thing is comms and measurement aren't such different beasts when it comes to planning.

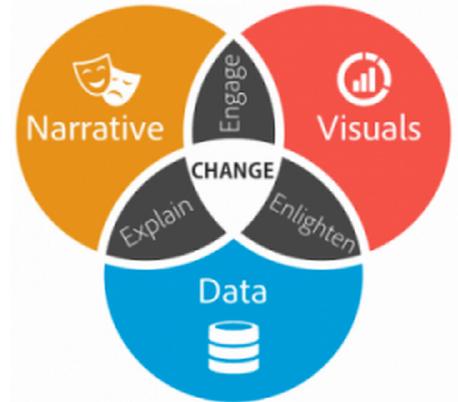
The six questions developed for communications for improvement (see pages 12-13) and the six questions I would ask you about your measurement plan are not so different:

1. What do you want to **achieve**?
2. What is the **current situation**?
3. What do you want to **keep track of**?
4. **How** will you **keep track of it**?
5. How will you **engage** with your audience?
6. What will you **learn** for next time?

By planning your communications strategy in tandem with your measurement plan, it can actually save you time as you explore the same questions from two aspects, rather than undertaking separate tasks. To be effective, you need to think of the full picture in order to position yourself in that sweet spot of "Change" – where people understand and are engaged to do something differently and want to improve, described so well in this graphic by Brent Dykes (see right).

In this seemingly fear-mongering age, you are a stronger force for improvement when you appeal to the hearts AND minds of your team, patients and bosses.

Read Kate Mackenzie's full article on the blog at 1000 Lives Improvement here [bit.ly/qicomms-kmblog](http://bit.ly/qicomms-kmblog)



### Communication, data and the sweet spot of change.

With thanks Brent Dykes for permission to use his graphic. Read his full article on Forbes here: [bit.ly/qicomms-bdblog](http://bit.ly/qicomms-bdblog)



## Next step

### How can you measure the impact of your communications - think about:

- Online surveys - awareness, knowledge.
- Sign ups to newsletters and newsletter opens.
- Social media activity - likes, retweets and responses.
- Participation - in events, training, workshops and seminars.

# 7

## We will put people at the centre of our #QiComms work

We will speak to the hearts, as well as minds, of all those delivering and supporting quality and safety improvement. We focus on people and find ways to engage with them to motivate and inspire them to work with us to achieve our improvement goals.

### Why?

People make improvement happen. Hardworking, busy and committed, those on the frontline of health care put patients at the heart of all they do. When your communications speak to hearts and not just minds, they engage with people on a feeling level.

Healthcare staff strive to deliver the best treatment and care for patients - quality and safety improvement work helps them do this. Good #QiComms can support, motivate and speak to the vocation of all those working to deliver your QI goals.

#QiComms helps reach the right people, with the right messages, to inspire action and build the determination needed to reach challenging goals and then keep going - even after the first flurry of enthusiasm wanes.

*“ Good communications mobilises people, motivates them to continue and spread your improvements across teams and organisations. Crucially, it connects people with each other around a common purpose and goal. ”*

Suzette Woodward, Director, Sign up to Safety



### Resources

Sign up to Safety is a Department of Health campaign that is helping people talk to each other about working safely. The campaign aims to:

- Help people come together to talk to each other about all aspects of safety
- Shift the language and culture from blame to a positive, learning, fair and just culture
- Improve understanding of the latest thinking of safety through storytelling and careful messaging.

For further information, visit [bit.ly/qicomms-su2s](http://bit.ly/qicomms-su2s)



## Blog

## Celebrate your way to success

**Charlotte Frensded**, Communications and Improvement Advisor, Danish Society for Patient Safety

Celebration of good results and positive media coverage can be used as a driver for the improvement process. Attention from colleagues, publicity in local and workplace media and celebrations in the workplace all increase job satisfaction and strengthen the desire to work for continuous improvement.

### Celebrating good results

A survey among staff members and hospital managers engaged in "The Danish Safer Hospital Programme" at five hospitals found that three out of four staff members have taken part in celebrating a good result in the programme with colleagues in their unit. Those who did not achieve the success milestone reported disappointment in missing the opportunity to celebrate. The survey also found that executive hospital management representatives understood the importance of celebrating good results and often took part in the celebrations themselves.

The typical celebration takes place in the unit, which is what staff members were found to prefer. Most staff said that celebrations created unity among colleagues and strengthened the feeling of working together for a common cause. More than half of staff surveyed believed that the effort they put into their work was appreciated.

Read the full report on the Danish Society for Patient Safety Survey here [bit.ly/qicomms-cfblog2](http://bit.ly/qicomms-cfblog2)

72% of the respondents had participated in celebrating a positive result of the improvement work. Of those more than 95% agreed, that celebrations can cause a range of positive effects ...



Celebrating milestones is easy to organise and rewards staff for all their hard work. *The ICU at Kolding Hospital celebrates 300 days without a central line-associated bloodstream infection.*  
Photo: Danish Society for Patient Safety



### Next step

**Tell stories – they're a great way to engage people in your improvement work, convey why improvement is needed, and share the results of successful projects.**

Listen out for stories and capture them:

- Use phone video.
- Record skype calls or twitter chats.
- Ask people to send you their stories.



## #QiComms on twitter

Join the global **#QiComms** conversation, use the hashtag **#QiComms** and share your experience and shape the debate! Our first Twitter chat had over 160 people taking part from eight countries - all sharing their experience of using communications in quality improvement.

Joy Whitlock  
**@joywhitlock1**

"Great communications are profound! Accurate info (knowledge) consistent message (variation), emotionally connecting (psychology) x-system"

Alan Willson  
**@DrAlanWillson**

"QiComms helps us deal with the human side of change in a strategic way. It's the quadrant that gets missed in improvement planning"

David Grayson  
**@sasanof**

"Good comms including social media facilitates collaboration - internal & external #QiComms"

Madge Kaplan  
**@madgeatihi**

"#QiComms puts thinking & planning for sharing what's improving where, and how, up front in the QI strategy. Opposite of afterthought"

Lauren Heaton  
**@lauren\_heaton86**

"My experiences... embed from Day 1 as part of the improvement work, not an 'optional' extra, be creative, use data and measure! #QiComms"

Mike Davidge  
**@MikeDavidge**

"#QiComms the content and nature of your comms strategy will show whether you are really following Deming's approach or paying lip service!"

Suzette Woodward  
**@suzetteWoodward**

"Learn from campaigners and social movements - makes a big difference for engagement #QiComms"

Ros Gray  
**@Rosgray**

"Shared understanding is key - also helps you realise your message isn't clear (if it isn't) - so you can put things right, learn, learn"

Jonathan David Jones  
**@jonesjd22**

"It will allow you to engage better and faster with your audience, you can ask the right questions and be open, honest and listen #QiComms"